

**MEMORANDUM**

April 19, 2013

TO: Government Operations and Fiscal Policy (GO) Committee  
FROM: Marlene Michaelson, Senior Legislative Analyst  
SUBJECT: FY14 Operating Budget for Community Engagement Cluster

*Those expected for this worksession:*

Fariba Kassiri – Assistant Chief Administrative Officer  
Judith Vaughan-Prather – Director, Commission for Women  
Bruce Adams – Director, Office of Community Partnerships  
Catherine Matthews – Regional Services Center Director, Upcounty  
Ken Hartman – Regional Services Center Director, Bethesda-Chevy Chase  
Reemberto Rodriguez – Regional Services Center Director, Silver Spring  
Ana Lopez van Balen – Regional Services Center Director, MidCounty  
Jewru Bandeh – Regional Services Center Director, East County  
Brady Goldsmith, Office of Management and Budget  
Helen P. Vallone, Senior Management and Budget Specialist

The Executive's recommendations for the Community Engagement Cluster (CEC) are attached at © 1 to 5. Responses to Council Staff questions are attached at © 6 to 7. The Community Engagement Cluster was created in FY12 to combine several departments and offices, both to improve service delivery and to reduce costs through shared administrative services. The Cluster includes the five Regional Services Centers (RSCs), the Commission for Women, and the Office of Community Partnerships (OCP), including the Gilchrist Center and the Volunteer Center. The Cluster is responsible for "strengthening Montgomery County's commitment to civic engagement and community service by engaging residents, organizations, businesses and other interest groups in our communities."

## BUDGET OVERVIEW

For FY14, the Executive recommends total expenditures of \$3,357,772, an increase of \$44,533 or 1.3 percent from the FY13 approved budget. Total full time equivalents (FTEs) are proposed to increase from 21.8 to 22.8 (with 0.5 workyear increases for both the Community Partnership and Gilchrist Center Programs). A summary of recommended changes by program appears below:

<b>Community Engagement Cluster Funding by Program</b>				
<b>Program</b>	<b>FY13 Approved Budget</b>	<b>FY14 Request</b>	<b>Change FY13 to FY14</b>	<b>Change FY13 to FY14</b>
Community Partnerships	\$1,024,467	\$1,040,597	\$16,130	1.6%
	6.5	7	0.5	7.7%
Gilchrist Center for Cultural Diversity	\$277,000	\$314,183	\$37,183	13.4%
	5	5.5	0.5	10.0%
Commission for Women	\$476,845	\$451,109	-\$25,736	-5.4%
	2	2	0	0.0%
Regional Service Centers	\$1,534,927	\$1,551,883	\$16,956	1.1%
	8.3	8.3	0	0.0%
<b>TOTAL</b>	<b>\$3,313,239</b>	<b>\$3,357,772</b>	<b>\$44,533</b>	<b>1.3%</b>
	21.8	22.8	1	4.6%

While the FTEs in the CEC will not change significantly from FY13 to FY14, overall staffing is less than one-third of the total associated with these offices in FY10 (when there were approximately 65 positions).

## CEC PROGRAMS AND EXPENDITURE ISSUES

The CEC implements four programs, which are described below.

### **Community Partnerships**

The Office of Community Partnerships (OCP) is described in the FY14 budget as a bridge between community residents and organizations and the County Government. The OCP staff provides outreach and liaison services to ethnic, multilingual, and multicultural communities; works closely with the County's non-profit and faith community organizations; and partners with County departments to ensure that efficient, effective, and high quality services are provided to all Montgomery County residents. The Volunteer Center within the Office of Community Partnerships connects residents and businesses to volunteer assignments.

The staffing in the Office of Community Partnerships decreased from 14 positions in FY10 to 6 positions in FY12. The FY13 budget added 0.5 FTEs for a Community Liaison for African and Caribbean Communities and this budget increases the position from part time to full time. Responding to a request from Council Staff to provide a justification for this increase, they indicated it was to

“establish a Gilchrist Center presence in the East County as part of our effort to strengthen and broaden the Gilchrist Center’s network of immigrant serving government and nonprofit organizations across the County” (© 6). Given this response, it is unclear why this position was requested as part of the Community Partnerships program and not the Gilchrist Center program (although the two are clearly intertwined).

Subject to clarification of the program it supports, Staff supports the additional 0.5 workyears to serve as a Community Liaison for African and Caribbean Communities.

### **The Gilchrist Center for Cultural Diversity**

The Gilchrist Center for Cultural Diversity is the County’s Welcome Center for newcomers and helps to build the network of immigrant service providers in the County. The Center offers various immigrant integration services at various locations throughout the County that prepare residents to contribute to the economy and community.

In FY13, the Executive proposed increasing staffing from 3 to 5 FTEs due to the significant demand for services. The additional FTEs requested for FY13 were to allow the Gilchrist Center to reorganize its volunteer-run English as a Second Language (ESOL) classes to include orientation to life in Montgomery County and civic engagement academies for immigrants and to enable the Center to conduct more outreach and network-building activities for the immigrant-serving organizations. The additional staffing was also to allow them to strengthen the “Language Bank”, the County’s volunteer database and network of volunteer interpreters and translators.

This year the Executive proposes to increase the FTEs an additional 0.5 years but did not provide a rationale for the increase in the budget. Attached on © 6 is the Executive’s rationale for this increase. It is unclear from the answer whether the added half work year would be to provide funding for a Latino community liaison or to reestablish a Director for the Gilchrist Center. The Community Engagement Cluster currently has 7 Directors for 23 workyears and it is unclear to Staff why another director level position would be needed.

### **Commission for Women**

The Commission for Women’s (CFW) mission is to identify gender-based inequities in laws, policies, practices and procedures, and to advocate remedies by advising the public and the local, state, and federal agencies on issues of concern to women, including organizing events relating to these issues. Commission staff decreased from twelve positions in FY10 to two in FY12 and FY13 and no changes are requested for FY14. In FY13, the Council supported the Executive recommendation to add funding for counseling, in part based on the assumption that it could be used to leverage the time of volunteers, including graduate students, who had performed counseling (under the supervision of paid and licensed counselors) prior to FY12. The Council supported the increase in funding but requested that the Executive ensure that there would be no duplication of counseling services offered by other County departments or non-profit providers and that the Commission would determine how to allocate the limited amount of counseling sessions to individuals with the most critical needs.

Staff asked for an update on counseling services and the response is on © 6 to 7. The Committee may want to have Commission staff elaborate on how these funds are being used to be certain they are consistent with the goals established by the Council last year.

### **Regional Services Centers**

The County has five Regional Services Centers: Bethesda-Chevy Chase, Eastern County, Mid-County, Silver Spring, and Upcounty. The Regional Directors in each center are charged with working with their respective citizens' advisory boards, residents, community groups, businesses, and other public agencies. They proactively seek and gather information and assess community needs, problems and issues in order to provide effective and timely input representing their regions as liaisons between the County and its residents.

Staffing in the 5 Regional Services Centers was reduced from **33 positions in FY10 to 8.3 FTEs in FY13**. For FY14, the Executive proposes to keep staffing at 8.3 FTEs. While the Council has had some requests to increase RSC staffing, this was not included in the Executive budget.

The budget shifts a pilot program to increase use of the Silver Spring Civic Center (focusing on organizations that might not otherwise be able to afford fees) from the Community Use of Public Facilities (CUPF) to the Silver Spring RSC. This issue was considered by the Education (ED) Committee since it oversees CUPF and had monitored this issue in the past. The ED Committee agreed with the shift in funding and also recommended adding two \$50,000 amounts to the reconciliation list to further support the pilot effort.

### **REVENUE ISSUES**

The only revenues proposed for the CEC are \$10,500 in facility rentals and \$60,190 in federal grants, consistent with the amounts budgeted in FY13.

### **MEMORANDUM OF UNDERSTANDING**

During its review of the FY12 budget, several Councilmembers expressed concern regarding communication between Councilmembers and the Regional Services Center Directors. As part of its review of the FY13 budget, the Council updated the 2007 memorandum of understanding (MOU) between the Council and Executive regarding the relationship between the Council and the Regional Services Centers.<sup>1</sup> The updated MOU is attached at © 8 to 10.

Staff spoke with several Councilmembers who indicated that they were not regularly receiving agendas in advance of meetings or minutes after meetings and also did not believe they were receiving copies of electronic communications sent to the Advisory Boards, as required in the MOU. The Committee may want to speak with Executive staff to discuss how this can be rectified. In addition,

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<sup>1</sup> In 2007, the Executive proposed making certain RSC Directors non-merit to be appointed by the Executive. At that time, the Council was concerned that non-merit appointees would focus on serving the County Executive rather than representing and communicating with both the Executive and Legislative Branches. An MOU was created to ensure that the relationship between the Council and the RSCs did not change and to recognize that Citizen Advisory Boards are required to report to both the Council and the Executive, among other issues.

Councilmembers have not been asked to participate in the evaluations of the RSC Directors, another requirement of the MOU.

In addition to following through on the specific requirements of the MOU, some Councilmembers expressed an interest in creating a more formal way for them to interact with the Chairs of the Urban District Advisory Boards, including asking for periodic presentations from the Board Chairs, inviting the Chairs to attend the quarterly Council meetings with the RSC Directors, or other mechanism. Staff agrees and can work with RSC staff and the Chairs to determine the appropriate format if the Committee and Council concur.

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# Community Engagement Cluster



## MISSION STATEMENT

The Community Engagement Cluster (CEC) works to build stronger, more informed and inclusive communities. The Cluster is responsible for strengthening Montgomery County's commitment to civic engagement and community service by engaging residents, organizations, businesses and other community groups. The Cluster maximizes our communities' assets - time, talents, and other resources - working collaboratively to address and resolve community issues.

The cluster is a combination of the five Regional Services Centers, the Commission for Women, and the Office of Community Partnerships, including the Gilchrist Center and the Volunteer Center, that has been operating as one unit since July 1, 2011. As a cluster, these offices/functions have combined facilities, resources, and support staff while retaining staff expertise and experience, as well as most of the objectives of the separate entities involved.

## BUDGET OVERVIEW

The total recommended FY14 Operating Budget for the Community Engagement Cluster is \$3,357,772, an increase of \$44,533 or 1.3 percent from the FY13 Approved Budget of \$3,313,239. Personnel Costs comprise 80.6 percent of the budget for 18 full-time positions and three part-time positions. A total of 22.80 FTEs includes these positions as well as any seasonal, temporary, and positions charged to or from other departments or funds. Operating Expenses account for the remaining 19.4 percent of the FY14 budget.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:



- ❖ ***A Responsive, Accountable County Government***
- ❖ ***Healthy and Sustainable Neighborhoods***
- ❖ ***Vital Living for All of Our Residents***

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY13 estimates reflect funding based on the FY13 approved budget. The FY14 and FY15 figures are performance targets based on the FY14 recommended budget and funding for comparable service levels in FY15.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***The Volunteer Center strengthens the culture of giving and serving in Montgomery County by connecting volunteers with critical community needs. The Volunteer Center online database of volunteer opportunities with nonprofit and government organizations shows 722 agencies received 37,369 referrals from 9,135 volunteers between January and December 2012.***
- ❖ ***Improved capacity to serve Montgomery County's immigrant population by strengthening the Gilchrist Center for Cultural Diversity network of public and private partners.***
- ❖ ***Strengthened the outreach to the African, Continental African, Caribbean, and Faith communities by restructuring the Office of Community Partnership's Community Liaisons functions.***
- ❖ ***Restored some counseling services through the Commission for Women in FY13. It is anticipated that three part-time social workers will be on staff by the beginning of the fourth quarter.***
- ❖ ***Using staff, volunteers and contract support, the CEC sponsored or played a major role in 27 community events which brought in a combined participation of over 200,300 residents of Montgomery County.***



- ❖ In partnership with the Department of Corrections, provided weekend cleanup services in the Bethesda-Chevy Chase and Silver Spring areas.

## PROGRAM CONTACTS

Contact Fariba Kassiri of the Offices of the County Executive at 240.777.2512 or Brady Goldsmith of the Office of Management and Budget at 240.777.2793 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Community Partnerships

The Office of Community Partnerships (OCP) is a bridge between our diverse community residents and organizations and the County government. The staff provides outreach and liaison services to ethnic, multilingual, and multicultural communities; works closely with the County's nonprofit and faith community organizations; and coordinates a number of community-building events throughout the year. The Volunteer Center connects residents and businesses to volunteer assignments in hundreds of nonprofits across Montgomery County.

Program Performance Measures	Actual FY11	Actual FY12	Estimated FY13	Target FY14	Target FY15
Overall satisfaction with The Office of Community Partnerships' provision of information, access and support to ethnic, multilingual and multicultural communities (scale 1-5)	NA	4.1	4.5	4.5	4.5

FY14 Recommended Changes	Expenditures	FTEs
<b>FY13 Approved</b>	<b>1,024,467</b>	<b>6.50</b>
Enhance: Increase Continental African and Caribbean Community Liaison from Half-Time to Full-Time	55,000	0.50
Increase Cost: Montgomery Corps incremental cost	22,500	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-61,370	0.00
<b>FY14 CE Recommended</b>	<b>1,040,597</b>	<b>7.00</b>

### The Gilchrist Center for Cultural Diversity

The Charles W. Gilchrist Center for Cultural Diversity is the County's Welcome Center for newcomers and helps to build the network of immigrant service providers in the County. The Center offers various immigrant integration services at various locations throughout the County that prepare residents to contribute to our economy and our community.

Program Performance Measures	Actual FY11	Actual FY12	Estimated FY13	Target FY14	Target FY15
Gilchrist Center: Overall participant satisfaction with their experience at the Gilchrist Center (scale 1-5)	4.7	4.7	4.5	4.7	4.7
Gilchrist Center: Overall satisfaction of participants in Gilchrist classes (scale 1-5)	4.5	4.6	4.5	4.6	4.6

FY14 Recommended Changes	Expenditures	FTEs
<b>FY13 Approved</b>	<b>277,000</b>	<b>5.00</b>
Enhance: Increase Gilchrist Center staffing	55,000	0.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-17,817	0.00
<b>FY14 CE Recommended</b>	<b>314,183</b>	<b>5.50</b>

### Commission for Women

The Commission for Women's mission is to identify gender-based inequities in laws, policies, practices and procedures, and to advocate remedies by advising the public and the local, state, and federal agencies on issues of concern to women, including organizing events relating to these issues.

Program Performance Measures	Actual FY11	Actual FY12	Estimated FY13	Target FY14	Target FY15
Overall satisfaction of the Commissioners with the effectiveness of the CFW's identification of needs, problems and issues for the women of Montgomery County and the advocacy of resolution of these issues (scale 1-5)	NA	4.5	4.5	4.5	4.5

<b>FY14 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY13 Approved</b>	<b>476,845</b>	<b>2.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-25,736	0.00
<b>FY14 CE Recommended</b>	<b>451,109</b>	<b>2.00</b>

## Regional Centers

The County has five Regional Centers: Bethesda-Chevy Chase, Eastern Montgomery, Mid-County, Silver Spring, and Upcounty. The Regional Directors in each of the County's five regions work with their respective regional citizens advisory boards, residents, community groups, businesses, and other public agencies to proactively seek and gather information and assess community needs, problems and issues in order to provide effective and timely input representing their regions in policy discussions and in liaison between Montgomery County and its residents. The Regional Directors of the Silver Spring, Wheaton and Bethesda/Chevy Chase regions provide oversight of the operations of their respective Urban Districts.

<b>Program Performance Measures</b>	<b>Actual FY11</b>	<b>Actual FY12</b>	<b>Estimated FY13</b>	<b>Target FY14</b>	<b>Target FY15</b>
Overall satisfaction of Regional Citizen Advisory Boards with the effectiveness of the Centers' assessment of community needs, problems and issues (scale 1-5)	NA	4.6	4	4	4
Overall satisfaction of Regional Citizen Advisory Boards with the effectiveness and timeliness of the Centers' service as liaisons between County residents and the government (scale 1-5)	NA	4.4	4	4	4
Overall satisfaction of the Urban Districts Advisory boards with the effectiveness of the Urban Districts' promotion of their jurisdiction (scale 1-5)	NA	3.6	4	4	4
Overall satisfaction with Urban Districts' provision of maintenance of streetscape amenities (scale 1-5)	NA	4.3	4	4	4

<b>FY14 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY13 Approved</b>	<b>1,534,927</b>	<b>8.30</b>
Shift: Civic Center Use from Community Use of Public Facilities	100,000	0.00
Increase Cost: Contract Support for White Flint Downtown Advisory Committee	10,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-93,044	0.00
<b>FY14 CE Recommended</b>	<b>1,551,883</b>	<b>8.30</b>



# BUDGET SUMMARY

	Actual FY12	Budget FY13	Estimated FY13	Recommended FY14	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	1,892,134	2,076,868	2,084,302	2,013,429	-3.1%
Employee Benefits	464,675	659,670	529,254	632,948	-4.1%
<b>County General Fund Personnel Costs</b>	<b>2,356,809</b>	<b>2,736,538</b>	<b>2,613,556</b>	<b>2,646,377</b>	<b>-3.3%</b>
Operating Expenses	220,317	516,511	404,979	651,205	26.1%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>2,577,126</b>	<b>3,253,049</b>	<b>3,018,535</b>	<b>3,297,582</b>	<b>1.4%</b>
<b>PERSONNEL</b>					
Full-Time	16	17	17	17	—
Part-Time	1	1	1	3	200.0%
FTEs	18.30	21.03	21.03	22.03	4.8%
<b>REVENUES</b>					
Facility Rental Fees	3,155	10,500	10,500	10,500	—
Miscellaneous Revenues	2,266	0	0	0	—
Other Charges/Fees	-260	0	0	0	—
Parking Fees	-4,035	0	0	0	—
Recreation Fees	4,890	0	0	0	—
<b>County General Fund Revenues</b>	<b>6,016</b>	<b>10,500</b>	<b>10,500</b>	<b>10,500</b>	<b>—</b>
<b>GRANT FUND MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	75,639	48,142	48,142	44,604	-7.3%
Employee Benefits	20,095	12,048	12,048	15,586	29.4%
<b>Grant Fund MCG Personnel Costs</b>	<b>95,734</b>	<b>60,190</b>	<b>60,190</b>	<b>60,190</b>	<b>—</b>
Operating Expenses	50,632	0	0	0	—
Capital Outlay	0	0	0	0	—
<b>Grant Fund MCG Expenditures</b>	<b>146,366</b>	<b>60,190</b>	<b>60,190</b>	<b>60,190</b>	<b>—</b>
<b>PERSONNEL</b>					
Full-Time	2	1	1	1	—
Part-Time	0	0	0	0	—
FTEs	1.20	0.77	0.77	0.77	—
<b>REVENUES</b>					
Federal Grants	142,036	60,190	60,190	60,190	—
State Grants	4,330	0	0	0	—
<b>Grant Fund MCG Revenues</b>	<b>146,366</b>	<b>60,190</b>	<b>60,190</b>	<b>60,190</b>	<b>—</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>2,723,492</b>	<b>3,313,239</b>	<b>3,078,725</b>	<b>3,357,772</b>	<b>1.3%</b>
<b>Total Full-Time Positions</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>—</b>
<b>Total Part-Time Positions</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>200.0%</b>
<b>Total FTEs</b>	<b>19.50</b>	<b>21.80</b>	<b>21.80</b>	<b>22.80</b>	<b>4.6%</b>
<b>Total Revenues</b>	<b>152,382</b>	<b>70,690</b>	<b>70,690</b>	<b>70,690</b>	<b>—</b>

## FY14 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY13 ORIGINAL APPROPRIATION</b>	<b>3,253,049</b>	<b>21.03</b>
<b>Changes (with service impacts)</b>		
Enhance: Increase Continental African and Caribbean Community Liaison from Half-Time to Full-Time [Community Partnerships]	55,000	0.50
Enhance: Increase Gilchrist Center staffing [The Gilchrist Center for Cultural Diversity]	55,000	0.50
<b>Other Adjustments (with no service impacts)</b>		
Shift: Civic Center Use from Community Use of Public Facilities [Regional Centers]	100,000	0.00
Increase Cost: FY14 Compensation Adjustment	68,369	0.00
Increase Cost: Group Insurance Adjustment	45,894	0.00
Increase Cost: Montgomery Corps incremental cost [Community Partnerships]	22,500	0.00
Increase Cost: Contract Support for White Flint Downtown Advisory Committee [Regional Centers]	10,000	0.00
Increase Cost: Retirement Adjustment	5,836	0.00
Increase Cost: Other Labor Contract Costs	4,017	0.00
Increase Cost: Printing and Mail Adjustment	2,194	0.00
Decrease Cost: Elimination of FY13 \$2,000 Lump Sum	-39,262	0.00
Increase Cost: Annualization of FY13 Personnel Costs	-285,015	0.00
<b>FY14 RECOMMENDED:</b>	<b>3,297,582</b>	<b>22.03</b>
<b>GRANT FUND MCG</b>		
<b>FY13 ORIGINAL APPROPRIATION</b>	<b>60,190</b>	<b>0.77</b>
<b>FY14 RECOMMENDED:</b>	<b>60,190</b>	<b>0.77</b>

## PROGRAM SUMMARY

Program Name	FY13 Approved		FY14 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Community Partnerships	1,024,467	6.50	1,040,597	7.00
The Gilchrist Center for Cultural Diversity	277,000	5.00	314,183	5.50
Commission for Women	476,845	2.00	451,109	2.00
Regional Centers	1,534,927	8.30	1,551,883	8.30
<b>Total</b>	<b>3,313,239</b>	<b>21.80</b>	<b>3,357,772</b>	<b>22.80</b>

## FUTURE FISCAL IMPACTS

Title	CE REC. FY14	FY15	FY16	(5000's) FY17	FY18	FY19
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY14 Recommended</b>	<b>3,298</b>	<b>3,298</b>	<b>3,298</b>	<b>3,298</b>	<b>3,298</b>	<b>3,298</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>89</b>	<b>109</b>	<b>109</b>	<b>109</b>	<b>109</b>
These figures represent the estimated cost of general wage adjustments, new service increments, and associated benefits.						
<b>Labor Contracts - Other</b>	<b>0</b>	<b>0</b>	<b>-2</b>	<b>-2</b>	<b>-2</b>	<b>-2</b>
These figures represent other negotiated items included in the labor agreements.						
<b>Subtotal Expenditures</b>	<b>3,298</b>	<b>3,386</b>	<b>3,405</b>	<b>3,405</b>	<b>3,405</b>	<b>3,405</b>

## Community Engagement Cluster

### FY14 Operating Budget questions and responses

1. Provide the rationale for increasing the Continental African and Caribbean Community Liaison from half-time to full-time.

The half-time Community Liaison position serving the Continental African and Caribbean communities has been increased to full-time in order to establish a Gilchrist Center presence in the East County as part of our effort to strengthen and broaden the Gilchrist Center's network of immigrant serving government and nonprofit organizations across the county. The now full-time Community Liaison and the half-time Community Liaison serving the African American community are working closely with the new director of the East County Regional Center and the Faith Community Liaison to empower and build capacity to serve better all residents of the East County. The community liaisons are also working in collaboration with government and nonprofit partners and in consultation with the Chief Innovation Officer to design new approaches to help connect residents to jobs.

2. Provide the rationale for increasing the Gilchrist Center Staff by 0.5 FTEs.

Because of budget cuts, the elimination of the Gilchrist Center director position, and the transfer of the Gilchrist Center from Recreation to OCP, the Community Liaison serving the Latino community became the de facto manager of the Gilchrist Center. In that role, the Community Liaison has been working to build the Gilchrist Center into a network of immigrant serving County agencies and nonprofits as the county's welcome center to our growing immigrant community. The County Executive is committed to build a strong and effective strategic plan for immigrant integration that will make Montgomery County the nation's most welcoming community. The County Executive believes that the Gilchrist Center Director is the appropriate position to lead this important initiative and that effective leadership in this role requires the full-time attention of the Director. The budget provides for a 0.5 FTE position for a Latino Community Liaison.

3. When the Council originally contemplated adding back counselors to the Commission for Women, it was so that they could leverage the resources of students, volunteers and others (rather than directly providing counseling services). Has this happened? How many hours of student and volunteer counseling time are provided?

Social work and counseling student interns require supervision by on-site licensed professionals. As a pilot project, three part time temporary social work positions (one counseling services coordinator and two counselors) have been created; two have been filled as of last week (April 8). It is anticipated that the counselors will each work three days per week, Tuesday, Wednesday and Thursday. Counseling will be solution-focused and targeted to moderate to low-income individuals and families facing serious life and family transitions. We are also developing a volunteer program to staff the reception desk for those three days. A volunteer policy manual is in development, along with all the other necessary forms and "infrastructure" for the provision of professional counseling services. Counseling will be available beginning the week of April 22. These are temporary positions, and throughout this first year, we will be evaluating the best and most cost-effective method of delivering this service.

The CFW has offered several seminars on the legal process of separation and divorce, in both English and Spanish, and has four more seminars scheduled for May – two on financial literacy. All these seminars are provided by volunteer attorneys and financial advisors and have been staffed by the commissioners volunteering their time. In addition, a team of volunteer attorneys provides a program through the CFW in which the lawyers respond to callers' requests for legal information. So far, in this first 9 months of this fiscal year, the director and volunteers have responded to more than 300 requests for information, counseling and support. Of these calls, 90% were seeking personal or career counseling, especially with regard to family difficulties and the need for legal assistance. Many are calls from service providers and individuals looking for affordable counseling and counseling in languages other than English.

4. The MOU was updated one year ago. In the view of the departments, has it been successfully implemented?

Yes. We believe the implementation has largely been successful.

5. What is the incremental cost increase for Montgomery Corps?

The FY13 budget assumed the continuation of the AmeriCorps positions in place in FY12. When federal and state budget cuts reduced the county's AmeriCorps from seven (7) to one (1), we began the process of establishing a five (5) member Montgomery Corps. Because of the loss of the federal subsidy of AmeriCorps members and the need to contract with a nonprofit provider to administer the Montgomery Corps program, it costs \$22,500 more than budgeted to support one AmeriCorps and five Montgomery Corps than it did to support seven AmeriCorps. The FY14 budget would allow us to continue to support the FY13 level of the program.

6. Which program is supported by a Federal Grant?

The Office of Community Partnerships' Volunteer Center has two Federal Grants. The Volunteer General Fund (VGF) grant is a Federal grant that is fed through the State and the Retired Seniors Volunteer Program grant (RSVP) is received directly from the Federal government.

7. What contractual support is provided for the White Flint Downtown Advisory Committee

The White Flint Downtown Advisory Committee was created in FY2012 to advise County departments on services in the White Flint Sector Plan Area; help coordinate community activities that promote business interests and a sense of community; and advise the County Council on the eventual establishment of an Urban District.

Support for the White Flint Downtown Advisory Committee includes administrative support of the new committee; coordination of Advisory Committee projects; development of weekly task lists for the DOCR Weekender Team; and coordination of supplies for the Weekender Team.

8. How does the annualization of the FY13 personnel costs result in a 285,015 decrease in cost?

There was an extra \$76,000 built into CEC's FY13 budget related to a chargeback for a position in the County Executive's Office. The \$209,015 annualization of FY13 personnel costs was a budget adjustment (due to turnover savings) made in Hyperion to tie to the MARC.

**Memorandum of Understanding  
Between the Montgomery County Executive  
and the County Council**

**Issue**

Relationship between Regional Services Directors and the Montgomery County Council.

**Background**

In 2007, Regional Services Directors' positions were converted to non-merit appointments made by the County Executive and confirmed by the County Council. At that time, the Executive and Council entered into a Memorandum of Understanding (MOU) to recognize the unique nature of the relationships that these positions must maintain with Councilmembers in order to coordinate/facilitate public services in specific geographical regions of the County. In addition, Regional Services Citizens Advisory Boards are responsible for advising both the Executive and the Council.

Despite the existence of the MOU, the Council believes further changes are necessary to ensure that the Directors continue to maintain the same cooperative and collaborative relationships with the Council as existed when the positions were in the merit system, and therefore believes that amendments to the MOU are necessary. This MOU replaces the MOU entered into in 2007.

**Compact**

The Executive and Council agree that Regional Services Directors will:

1. maintain open communication and responsiveness to Council inquiries;
2. be responsive to Council requests that enhance and support their regional work programs;
3. maintain a mutually responsive relationship with Councilmembers by regularly discussing community issues and potential solutions with all interested Councilmembers to jointly resolve community problems and address needs in regional service areas;
4. schedule quarterly meetings with the relevant district Councilmember(s) and quarterly briefings for all interested Councilmembers or Council staff;
5. advise all Councilmembers in a timely manner on the status and impact of public policies affecting the regional service areas;
6. recognize the unique relationship between the Regional Services Directors and the District Councilmembers who represent the regions and invite the relevant District Councilmember(s) and any interested at large Councilmembers or their designees to serve as an ex-officio member of all Committees, task forces, or groups organized or staffed by the Directors;

7. keep all Councilmembers updated on the activities of the Citizens Advisory Boards (CABs) by providing agendas at least 48 hours in advance of the CAB meetings and providing minutes after CAB meetings when they become available;
8. provide Councilmembers with agendas and minutes for any other group for which the Director is involved with the preparation or circulation of agendas or minutes;
9. continue to include an opportunity for Councilmembers or their designees to participate and comment during CAB or any other community advisory meeting;
10. when the Council and Executive have different positions on an issue, the Director should provide Councilmembers or their designees the opportunity to present their position orally at the meeting or in writing for distribution;
11. recognize that the CABs, by their charter, are required to report to both the Executive and the Council and ensure that CAB members are aware of this responsibility;
12. create an orientation for new CAB members, including a uniform portion for all CABs, that addresses the relationship between Councilmembers and the CABs;
13. ensure that all electronic communication sent to the entire CAB or any other group staffed by a Director is available to Councilmembers and the general public; this requirement does not apply to communications between individual members;
14. continue to provide monthly written reports that address the following topics:
  - prior month's news and accomplishments and summaries of any Committee meetings;
  - key issues in the community;
  - initiatives with which the office is currently engaged; and
  - planned activities for the coming month;
15. serve as a resource for Councilmembers when they are addressing constituent issues; and
16. accommodate Councilmember requests for space to hold meetings/drop in sessions at Regional Services Offices.

In addition, the Executive agrees to provide Councilmembers the opportunity to participate in the evaluation of RSC Directors. Councilmembers' verbal or written input must be documented and discussed with the Directors and also considered when conducting their annual performance appraisals.

The Chief Administrative Officer, or his designee, will meet annually with Councilmembers to discuss future revisions to this MOU.

**Duration**

This agreement will become effective immediately and will remain in effect until modified or terminated, in writing, by both parties. The Executive and the Council recognize that this is a working agreement that may need to be modified as conditions change. Both parties agree to review this agreement periodically and modify it as needed.

**Agreed**

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Isiah Leggett, County Executive

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Date

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Roger Berliner, President, County Council

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Date